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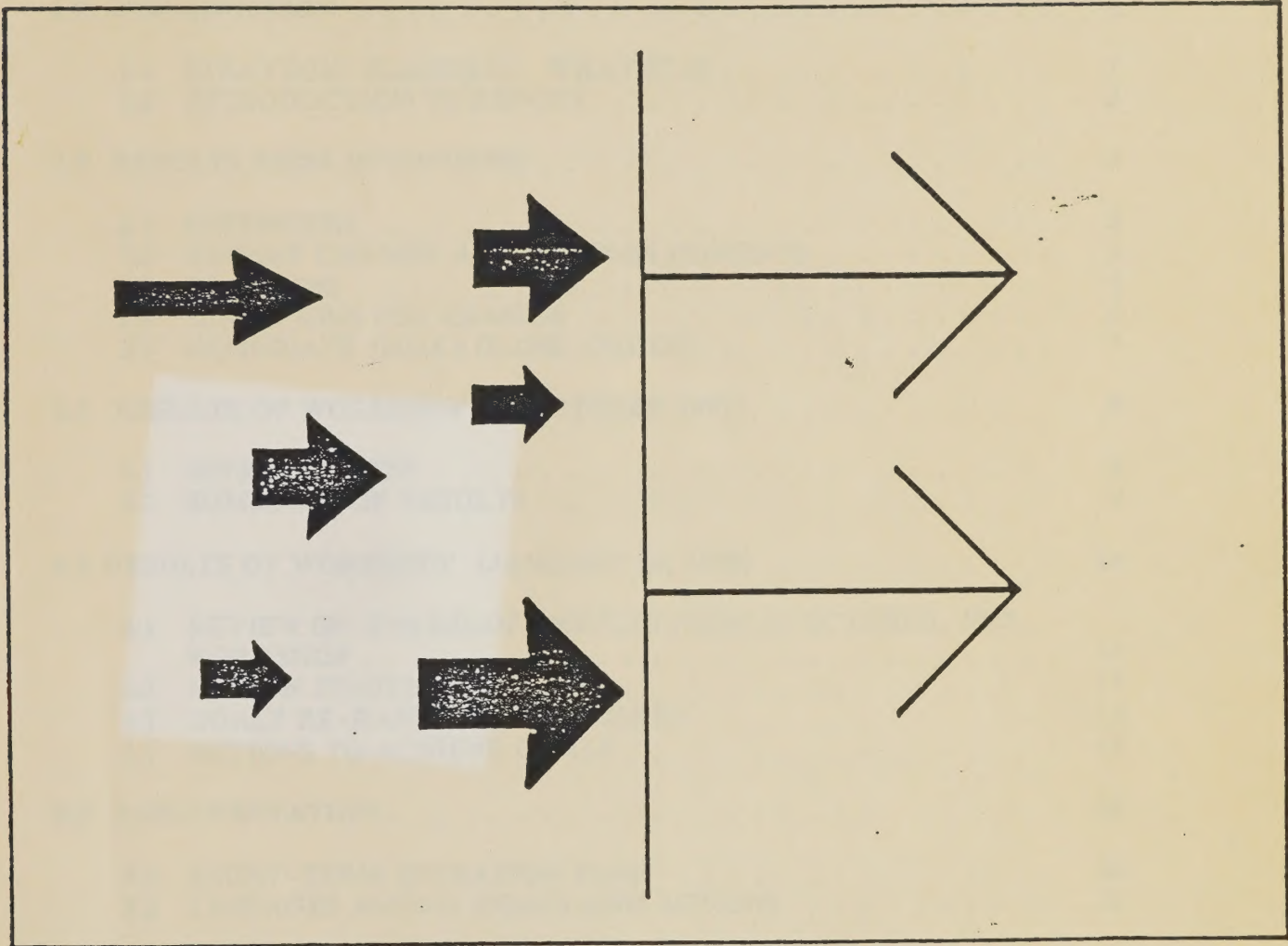
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HAMILTON 1991:

FUTURE STRATEGIC
DIRECTIONS



HAMILTON 1991 : FUTURE STRATEGIC DIRECTIONS



 **JAMES F. HICKLING**
MANAGEMENT CONSULTANTS
LIMITED

MARCH, 1988

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EXECUTIVE SUMMARY

HAMILTON MISSION STATEMENT

The City of Hamilton's mission is to be a model community which:

- o provides progressive leadership in community development;**
- o promotes diversified economic growth;**
- o encourages broad-based participation in civic activities; and**
- o facilitates a high quality of life for residents.**

SIX GOALS IN RANK ORDER

The six goals identified at the previous workshop (31 October, 1987) were reviewed and re-ranked as follows:

- | | |
|--------------------------------|---|
| I. First Order Goals: | 1. Improve City Image |
| | 2. Diversify City Economy |
| II. Second Order Goals: | 3. Improve Physical Infrastructure |
| | 4. Improve Staff/Council Relations |
| III. Third Order Goals: | 5. Improve Corporate Planning/Decision Process |
| | 6. Maintain and Improve Quality-of-Life |

IMPLEMENTATION

The mission statement and goals would remain as valid strategic guides to action over the period to 1991.

The CAO, the senior staff and the consultants prepared a set of implementation plans with discrete tasks, or actions, required to work towards achieving each of the six selected goals. An implementation schedule will guide action in the immediate, short-term within an operation plan framework.

The actions identified to achieve each goal are presented along with a number of sub-tasks and a schedule for task completion. A total of 30 actions (with supportive sub-tasks), if completed on time, would contribute substantially to the achievement of the six identified goals by the end of 1988.

1.0 INTRODUCTION

1.1 STRATEGIC PLANNING: WHAT IT IS

Strategic planning is a systematic and continuing process.

The process commences with an analysis of the organization's environment or context and the identification of key values, aspirations and objectives. The organization's strengths and weaknesses become identified. The next general step involves coming to key conclusions about the organization's situation and direction. These conclusions form the foundation on which to base the mission statement and the supportive strategic goals and selected strategic thrusts; the core of the strategic plan.

Strategic Planning is Not:

- o Multi-year budgeting (although it has implications for it),
- o Synonymous with projections and forecasts (but may use them), and is
- o Not highly detailed (but instead identifies specific key directions).

The Strategic Plan is the Periodic Result of the Strategic Planning Process.

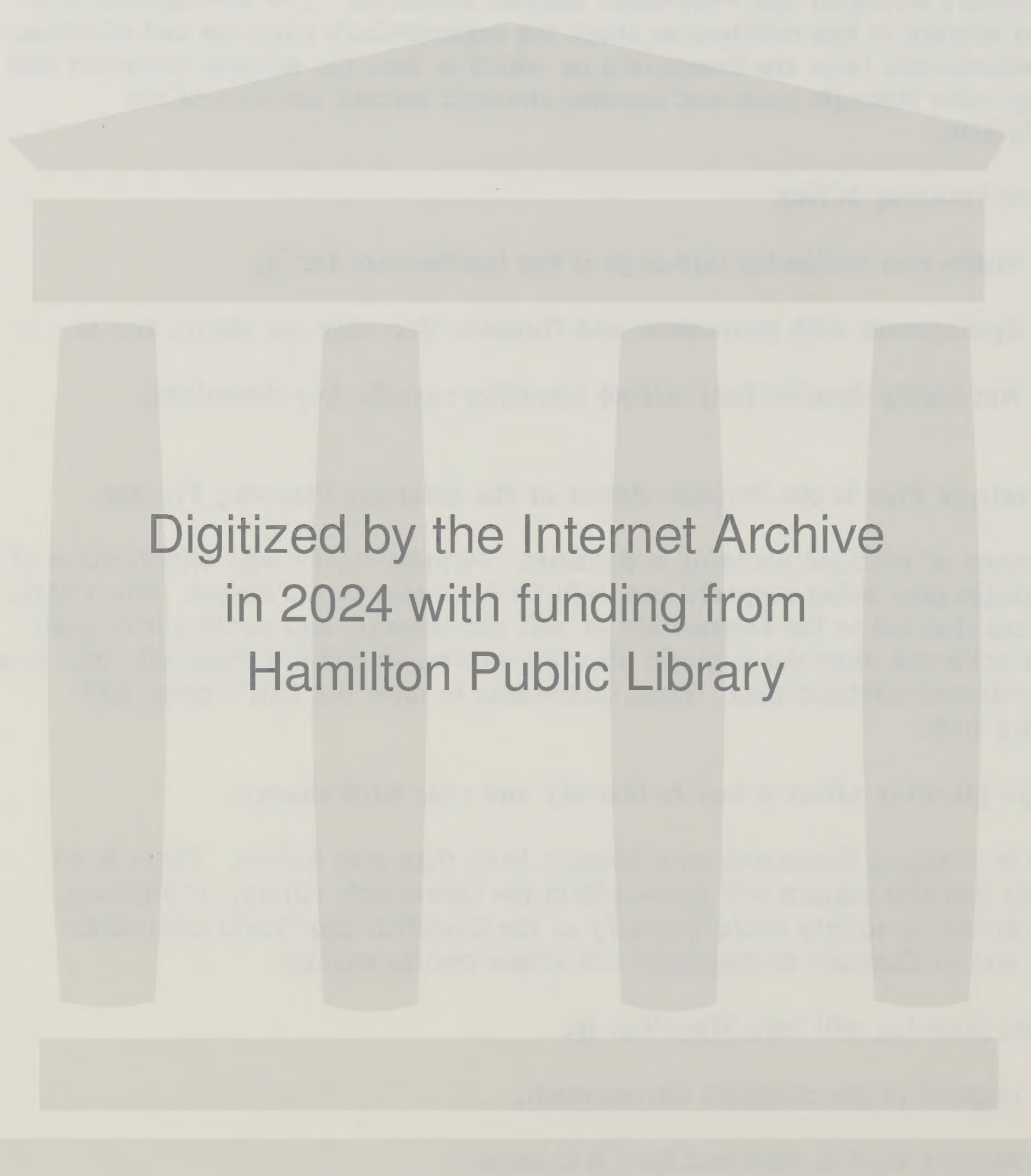
The process of strategic planning is dynamic. Periodic review and modification of the strategic plan being prepared now will be important in the future. When basic conditions that led to the formulation of this plan change, and as the plan's goals become achieved, then the strategic planning process should systematically lead to a new, revamped strategic plan. Thus, continuing to meet the City's needs and operating style.

Strategic planning offers a way to identify and cope with change.

Society is changing faster and on a broader basis than ever before. There is no evidence that this pattern will abate within the foreseeable future. If anything, change affecting society could intensify as the Canadian and World economies change and as Canada's demography and urban centres change.

Strategic planning will help Hamilton to:

- o respond to the changing environment,
- o reassess what is done and how it is done,
- o use limited resources more efficiently,
- o provide unifying directions, and
- o stimulate thinking and actions to effect the future.



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1.2 INTRODUCTION TO REPORT

The City of Hamilton engaged Hickling Management Consultants to guide Aldermen and senior staff through the strategic, thinking/planning process. The consultants purpose was to assist, to facilitate the process, to guide Council and staff but not to provide a strategic plan. The results presented here are, therefore, the output from Council and senior staff effort. Of course, this document only presents a summary of the results. The substantive results lie with the aldermen and senior staff themselves.

A second purpose of the strategic thinking/planning process was to encourage open participation both between and among Council and senior staff in order to foster understanding and build co-operative postures.

The notes below present the summary of results from interviews held with individual aldermen and senior staff early in 1987 and the results of workshops held in the Hamilton Conference Centre on Saturday, 31 October, 1987 and Saturday, 16 January, 1988.

Remarkable consistency between the views of aldermen and senior staff has been apparent from the beginning. The consistency throughout the whole strategic thinking exercise is reflected below in the results from the interviews and workshops, providing an excellent basis upon which to proceed to focus Hamilton's vision and the paths to follow to achieve it.

2.0 RESULTS FROM INTERVIEWS

2.1 STRENGTHS

Hamilton's location with respect to markets in southern Ontario and up-state New York make it the only City in Canada within one hour's access of over 8 million people.

The City's setting and the physiographic variety within close proximity provide a wide range of outdoor environments, enjoyed by city and country residents alike.

Hamiltonians have developed a quality and style of life at a widely affordable price. The City is safe and secure. Large enough to accommodate the full range of high quality amenities and facilities, the City remains compact and intimate; most amenities are clustered within a few blocks of the city centre.

The health and educational amenities and the increasing commercial development provide a balance to the industrial base and a solid foundation on which to build a viable future economy.

The attitudes of Hamilton's diverse and hard-working people have endowed the City with a close community spirit and a supportive solid citizenry with a "can-do", no-nonsense approach to handling complexity.

The City is dynamic. While it is a truism to say that change is the only constant, this is most true for Hamilton; a city at the crossroads of Canadian history, a city before Canada was a country, a city of commerce, transportation, industry and learning - each in its time.

2.2 RECENT CHANGE AND ACCOMPLISHMENTS

The renewal of the downtown represents a number of complementary accomplishments. The completion and quality of Jackson Square, the Art Gallery, Theatre, Convention Centre and Copps Arena have not only provided a renewed physical vigour and sense of presence but have also given a boost to civic pride and confidence.

With these unique facilities, the rising importance of the University, Mohawk College and the Health Centre amenities, with the increasing diversification of the local economy and with the cultural expansion of the theatre, opera, orchestra and gallery, the City has undergone an economic and cultural transition; it is becoming truly cosmopolitan.

Heavy industry, which in Hamilton remains a source of well founded pride, is a key component of the local economy, but new, smaller-scale industries, increased commerce and the education-based activities are expanding and changing the economic base.

These inter-linked changes are making the City more dynamic and renewed in spirit but Hamilton's changing nature is not known widely, either within or outside the City.

2.3 CHALLENGES

Throughout the interview process with Aldermen and senior administrators there was candid discussion of Hamilton's strengths and weaknesses. The identified areas of concern become the foci of change. The challenge is to transform problems into opportunities and to find ways to improve and to build on strength. A summary of challenges and questions posed by interviewees are presented below.

a) Image

- o Some Canadians have a perception of Hamilton which is 40 years out of date and some Hamiltonians do not appreciate what the City has to offer. How do we encourage these people to project more positive views?
- o Hamilton's self-image and external perception are shaped by many issues, such as: marketing, sense of presence, city vision, prestige, sense of civic esteem and self worth, attitudes and the ability to handle criticism. How can we develop strength from perceived improvement areas?
- o Hamilton has achieved harmony among business, labour and other sectors. How do we project this strength to the community at large?
- o The media and Council's relationship with it requires attention.
- o Although air, water and land pollution has been ameliorated, how do we communicate the progress achieved and sustain the momentum for continued improvement?
- o The Botanical Gardens, which are a tremendous asset, have the potential to become a major tourism resource. How do we improve the public's perception of the Gardens?

b) Management Related

- o How do we improve communication within Council, between Council and Staff and with the Community?
- o How do we create an even more pro-active posture in Council's and all of staff's approach to problems?
- o How should Council's and staff's outlooks be modified to develop increased emphasis on long-term achievements?
- o How do we reduce the inefficiencies of two-tier government?
- o How do we encourage an even more business-like approach in Council's decision-making?

- o How do we solve the problems of conflict and duplication created by two aldermen per ward?
 - o How do we improve the efficiency and effectiveness of the Council committees?
 - o How do we build a stronger esprit de corps and greater sense of commitment to the City's goals?
- c) Business and Employment
- o How do we expand business development opportunities?
 - o How do we increase the effectiveness of economic development initiatives taken by the Region and the City.
 - o How should we stimulate local job creation?
 - o How do we protect existing industry, commerce and business as well as continue the already high level of diversification taking place in the local economy?
 - o Are there steps which Hamilton can take to pave the way for accelerated development? How do we encourage greater participation by the private sector?
 - o How do we liven up the city centre - especially after 5 p.m.?
- d) Transportation
- o How should the Southern Ontario highway system be improved to attract people and industry to Hamilton?
 - o In what ways can the development of the Perimeter Road be accelerated in order to eliminate heavy truck traffic in the city centre and on residential streets?
 - o How do we improve access to the proposed EW/NS expressway?
 - o What improvements are needed to our roads and streetscape in order to present a more positive image?

2.4 DIRECTIONS FOR CHANGE

From the above, it is possible to identify three major directions for change or clusters of opportunities under the headings: excellence, growth and development and Hamilton harbour.

Excellence - Hamilton recaptures its own destiny - Hamilton, the excellent

- o Image and self view internally/externally;
- o Strategic direction and focus;
- o Build on university and health and industrial base;
- o Build on regional location;
- o Prepare for social and economic change by opening process of growth to whole community (and university, industry, etc.);
- o Build on recent achievements;
- o Enhance quality-of-life over bigness or competition with Toronto;
- o Continue to improve quality of city-scape;
- o Tourism.

Hamilton creates opportunities for growth and development

- o Prepare industrial strategy;
- o Encourage economic diversification;
- o Improve/renew older industrial land and increase new industrial land;
- o Attract private development, redevelopment and investment;
- o Attract commercial, service and government business;
- o Improve transport access and introduce GO transit.

(Note: Regional Planning Branch Report "Building on Strength - Realizing Opportunity", June, 1986)

Hamilton regains its harbour

- o Provide focus of activity on harbour-front and on beach-front;
- o Continue harbour cleanup, pollution reduction and sewerage separation;
- o Complete perimeter road;
- o Hamilton and Scourge Project.

Each of the opportunities within each major direction for change requires a number of separate actions to be taken in order to realize the opportunity. For example, Image Relates to Several Issues, such as:

- o Business development;
- o Tourism;
- o Diversification;
- o Communications;
- o Promotion/PR group;
- o Press relations;
- o Business-like management; and
- o Improved staff/Council relation.

Suitable actions will be identified to address each of these issues.

2.5 IMMEDIATE GOALS (RANK ORDER)

Considering the directions for change and the potential opportunities, a number of five-year and two-year goals can be identified. An initial set of goals is set out below in decreasing rank order.

Five - Year Time Span

- o Improve Image and Effectiveness:**
 - Internal understanding/knowledge;
 - External promotion;
 - PR Office;
 - Press relations;
 - Tourism; and
 - Direction, strategy, focus, commitment, cooperation, businesslike.
- o Waterfront Development:**
 - Project design and implementation; and
 - Pollution reduction.
- o Transport Improvement:**
 - Perimeter Road;
 - EW/NS access; and
 - GO Transit.
- o Economic Development:**
 - Diversification; and
 - Maintain jobs.
- o City Centre Development:**
 - Activity;
 - Private sector investment;
 - Commercial development; and
 - Commercial, service, government, and business.

Immediate Two - Year Period

- o Improve Image and Effectiveness, etc.;**
- o Economic Development and Employment;**
- o Perimeter Road;**
- o Waterfront Development;**
- o Reorganize and Reduce Committees; and**
- o Show Progress.**

3.0 RESULTS OF WORKSHOP (31 OCTOBER 1987)

3.1 INTRODUCTION

The Workshop, which extended over the full day from 9am to 4pm, was attended by senior managers and approximately half of the Aldermen.

The Workshop was conducted in four parts:

- a) Introduction in plenary,
- b) Aldermen and staff in two separate working groups to identify goals and priorities,
- c) Aldermen and staff together in plenary to identify joint goals and priorities, and
- d) Aldermen and staff together in two separate groups to develop a set of actions, or requirements, to achieve the goals.

The Workshop participants identified five key objectives for the Workshop:

- i) to achieve a sense of mutual agreement on themes across the City,
- ii) to identify priority issues (financial and political), particularly in the social economic and physical development areas, and to identify a set of achievable objectives,
- iii) to change some strongly held views in order to achieve progress for the City,
- iv) to encourage good working relationships among Council and staff, and
- v) help Council and staff to work together for common goals.

Other outputs discussed included the major accomplishment of having staff and Council together, the need for an implementation schedule, the desirability of involving the public in the priority setting and planning process and the requirement to define the respective roles of Aldermen and staff.

3.2. SUMMARY OF RESULTS

GOALS

Aldermen and senior staff, in separate working groups, identified and ranked group goals as follows:

Aldermen Goals

- o Improve Staff/Council Relationships
- o Improve Image
- o Improve Planning/Decision Process
- o Improve Physical Infrastructure

Staff Goals

- o Improve Image
- o Improve Quality of life
- o Diversify Economy
- o Improve Staff/Council Relationships
- o Improve Physical Infrastructure.

After presentation by each group and discussion, it was agreed collectively that the principal goals for Hamilton should be (in rank order) as follows:

Joint Goals

- o Improve Image;
- o Improve Staff Council Relationships;
- o Improve Physical Infrastructure;
- o Improve Planning/Decision Process;
- o Maintain and Enhance the Quality of Life; and
- o Diversify the Economy.

ACTION POSSIBILITIES

Joint groups of Aldermen and senior staff discussed and identified actions that could be taken to achieve the goals identified. Proposed actions are set out below.

Goal 1: Improve Image

Discussion centred on how Hamiltonians see their city and ways to improve the perception of the City by outsiders.

Specific Actions:

- o Identify components of image that need improvement (eg self image, gateway image) and develop and implement an image improvement plan to re-enforce positive attributes
- o Develop a data base to enable comparisons to be made with other cities
- o Improve image presentation to outside
- o Work with the arts and cultural community to co-ordinate actions to improve Hamilton's image

- o Improve Council relationships with media
- o Increase interaction with industry
- o Clean up environment (air, water, land) and improve downtown appearance (streetscape, landscape, activities, cleanliness)
- o Re-affirm Hamilton's historical perspective
- o Develop a communications plan to collect and coordinate news items, announcements and information via the Mayor's Office, Executive Committee and individual departments and improve information dissemination to the public via bulletins, T.V. (Channel 14) announcements and a City Information Centre etc.
- o Prepare a video on the City

Goal 2: Improve Staff/Council Relationships

There was wide ranging discussion in each group of the need to enable both Council and staff to build trust and co-operative working relationships and to strive for efficiency. Difficulties were raised such as the number of meetings, amount of paper to be read and the conduct of meetings.

Specific Actions:

- o Hold regularly scheduled strategic thinking/planning meetings (to be open) to encourage constructive Staff/Council inter-action
- o Stream-line the committee structure and meeting format (number of meetings, size of committees, overall structure of committees, room layout for meetings, rules of meetings)
- o Introduce a program of periodic training for senior staff and council to cover such topics as: city structure and organization, interpersonal skills, rules of meetings, the roles of staff and Council, departmental responsibilities and competencies
- o Promote the receptive acceptance of new ideas and develop a process so that good ideas, particularly those which affect the City as a whole, can be put forward for Council consideration
- o Build on the positive budget experience where the Council acted as a "committee-of-the-whole"
- o Hold regular meetings between City and Region (Council and staff)

Goal 3: Improve Physical Infrastructure

Most of the concern was to improve transportation access to and within Hamilton.

Specific Actions:

- o Complete the Perimeter Road
- o Implement the E-W/N-S Highway
- o Work with Transport Canada and the airlines to improve the airport and frequency of service
- o Negotiate with MTC for GO Train service
- o Assess storm and sanitary sewer requirements
- o Design and implement a linked park system to cover the whole City

Goal 4: Improve Planning/Decision Process

Participants expressed concern that the whole strategic planning process has shown the inter-relatedness of many City components and decisions and how the basic day-to-day decisions should be driven by corporate objectives.

Specific Actions:

- o Develop an overall strategic plan and planning framework within which to integrate all of the planning components (eg Budget, City Plan, R&C Plan)
- o Integrate an overview of corporate planning objectives into the community planning process
- o Develop and implement a process that allows for the setting of priorities over a 3-year cycle (one on two years too short)
- o Examine the planning process and implementation of the zoning bylaw and develop a process to encourage new and non-traditional physical development and re-development
- o Foster and reinforce community goals and neighborhoods
- o Develop a financial strategy
- o Hold another strategic thinking/planning seminar in 1988

Goal 5: Maintain and Enhance the Quality of Life

Concern focussed on maintaining Hamilton as a safe, caring community at a moderate scale (not too big) and building on the variety and quality of natural, cultural and man-made amenities.

Specific Actions:

- o Clean up environment (air, water, land)
- o Continue to develop and expand recreation and cultural facilities and activities
- o Prepare a harbour plan to integrate actions for improving the waterfront and water quality, and support Environment Canada (and the IJC)
- o Liven up the downtown, particularly at night, and push for more housing and people attractions
- o Encourage development to the East of James Street
- o Enhance leadership in cultural activities
- o Strive for more professional sports
- o Integrate community (housing) and park development
- o Improve availability and service delivery of leisure activities for all age groups
- o Maintain and improve safety and security in the City (lighting, police, fire)
- o Complete the Perimeter Road
- o Maintain Hamilton's affordability (particularly for housing)

Goal 6: Diversify the Economy

The discussion focussed on the need for Hamilton to build on its industrial and educational strengths, to take advantage of its location in Southern Ontario, and to attract offices and innovative industries.

Specific Actions:

- o Provide a co-operative climate attractive to manufacturing, service and small industries
- o Continue to attract conventions to Hamilton (the key convention city)

- o Build on the excellent educational facilities (McMaster U., Mohawk C., Medical Centre) to attract R&D and high tech companies and foster joint university/industry activities (eg. ceramics R&D)
- o Attract another major hotel
- o Jointly with the region, identify fields with potential for growth and development and focus efforts to attract companies representative of these fields
- o Encourage federal and provincial investment and offices to locate in Hamilton
- o Attract corporate offices
- o Develop Hamilton (and Region) tourism potential (Hamilton and Scourge, escarpment, heritage, steel centre)
- o Encourage and co-operate with existing industries (both large and small) to expand and develop and to see the advantages of their Hamilton location
- o Form an economic development "committee-of-the-whole"
- o Develop a strategy to redevelop lower quality residential and industrial areas
- o Speed up transportation improvement
- o Work together with the Region to develop joint strategies to attract industry
- o Develop pride in the City

4.0 RESULTS OF WORKSHOP (JANUARY 16, 1988)

4.1 REVIEW OF WORKSHOP RESULTS FROM 31 OCTOBER, 1987, WORKSHOP

The record from the previous workshop was reviewed and additional actions were suggested for consideration. These included actions to:

- o diversify the economy by adding additional job creating activities such as those in the arts or entertainment fields;**
- o enhance the quality of life via the provision of a balance of housing types (that are affordable);**
- o maintain mutual respect between and among Council and staff; and**
- o link actions of the City to those of other levels of government.**

Two additional strategic actions were introduced. As these touch all aspects of City administration, they are presented separately below.

- a) Council and staff are mindful of the need to work with all levels of government, the private sector, unions and other groups as well as citizens-at-large in order to further the short-term and long-term development of Hamilton. Towards this end, the community at large should be involved in the strategic thinking/planning process via public meetings and by involving Council's standing committees meaningfully at every stage in the planning process.**
- b) Because many actions involve the Region and Province as well as the City, a formal process should be established to facilitate inter-governmental liaison. It was suggested that the Mayor of Hamilton should chair a formal inter-governmental co-ordinating committee to meet quarterly.**

4.2 MISSION STATEMENT

A draft mission statement was presented to the plenary group and revised following group input. The agreed mission statement is as follows:

The City of Hamilton's mission is to be a model community which:

- o provides progressive leadership in community development;**
- o promotes diversified economic growth;**
- o encourages broad-based participation in civic activities; and**
- o facilitates a high quality of life for residents.**

4.3 GOALS RE-RANKED FINAL ORDER

The six goals identified at the previous workshop (31 October, 1987) were reviewed and re-ranked as follows:

- | | | |
|-------------|----------------------------|---|
| I. | First Order Goals: | 1. Improve City Image |
| | | 2. Diversify City Economy |
| II. | Second Order Goals: | 3. Improve Physical Infrastructure |
| | | 4. Improve Staff/Council Relations |
| III. | Third Order Goals: | 5. Improve Corporate Planning/Decision Process |
| | | 6. Maintain and Improve Quality-of-Life |

4.4 ACTIONS TO ACHIEVE GOALS

Two workshop groups, comprised of a mix of Alderman and senior staff, discussed the goals, reviewed the actions proposed at the October Workshop and recommended the actions shown below.

I FIRST ORDER GOALS

Goal: 1. IMPROVE CITY IMAGE

Selected Actions:

- o Establish an Image Development Committee, comprised of staff (from Culture and Recreation, Fire and Library departments) and Council with outside resources, such as Department of Economic Development, industrial representatives, media people, and entertainment personnel, to facilitate the formation and dissemination of Hamilton's improved image.
- o Create a City office and staff position to co-ordinate PR.
- o Improve Council relations with the media, (post events and prepare press releases in order to improve the understanding about City goals and systematize and streamline messages and communications from City Hall in order to show unity of image).
- o Establish a speakers' bureau comprised of Council and staff.

Goal: 2. DIVERSIFY CITY ECONOMY

Selected Actions:

- o Identify fields with potential for growth and development and prepare strategies to attract companies representative of these fields.
- o Develop Hamilton's tourism potential and continue to attract conventions.
- o Prepare a strategy to redevelop commercial, industrial and residential areas to their optimum use.
- o Expand and build on Hamilton's health and education facilities to provide the full range of services and attract R&D and high tech industries.
- o Encourage existing industries to develop and expand and to understand the advantages of their Hamilton location.
- o Encourage investment (federal, provincial and corporate).
- o Expand hotel capacity.

II SECOND ORDER GOALS

Goal: 3. IMPROVE PHYSICAL INFRASTRUCTURE

Selected Actions:

o Improve GO Service by:

- maintaining flexibility on the alignment and station destinations of GO services (C.N. or TH & B lines),
- preparing the City's position/posture and,
- encouraging the community to speak out on the issue to provincial members, officials and administrators in order to maintain the momentum that is building.

o Continue Emphasis on the Perimeter Road project and keep pressure on the Regional Municipality and Province.

o Improve Downtown Parking by:

- Preparing a contingency plan for the time when downtown parking lots are fully utilized;
- Incorporating parking requirements into new development permits;
- Undertaking joint venture developments;
- Preparing a detailed parking plan.

o Co-ordinate Water-Front Development and Bay Improvement by:

- putting the project through the environmental review process,
- obtaining matching federal and provincial grants,
- co-operating with federal agencies (e.g., Harbour Commission)
- working towards changing the membership of the Harbour Commission to include aldermen, who can speak for the City, as well as citizens.

o Increase Awareness of Transportation Issues and Major Projects

o Improve Airport and its Access

- encouraging airlines to serve Hamilton,
- promoting public concern and support for airport,
- installing proper signs,
- introducing GO service to airport
- directing concerns to the Region and other communities, the Airport Committee and federal members of Parliament.

Goal: 4. IMPROVE STAFF/COUNCIL RELATIONSHIPS

Selected Actions:

- o Prepare a set of guidelines for example, a "Code of Conduct", for staff and members of City Council.
- o Hold meetings annually in January to review staff/Council relationships, to review compliance with the "Code of Conduct", to establish general goals and to encourage constructive staff Council inter-action (see Goal to improve corporate planning decision process, action 1).
- o Examine the format and membership of Committees and the procedure and management of meetings.
- o Introduce a program of periodic training for senior staff and Council to cover such topics as: city structure and organization, interpersonal skills, rules of meetings, the roles of staff and Council and departmental responsibilities and competencies.

III THIRD ORDER GOALS

Goal: 5. IMPROVE CORPORATE PLANNING/DECISION PROCESS

Selected Actions:

- o At the beginning of each year, Council meet as a committee-of-the-whole to hold a strategic planning session (involving all members of Council and all senior staff) to look ahead three to five years in order to:
 - inform Council of the previous Council's (or previous year's) plans and ongoing projects,
 - obtain and clarify senior staff and Council ideas,
 - coordinate Council's planning with the budget cycle and five and ten year plans, particularly for capital items, (e.g., waterfront development),
 - have department heads define their roles and priorities,
 - prepare a plan of what Council wishes to accomplish over their term and beyond, and
 - firm up and/or revise the plan.
- o Assemble all of the planning initiatives into one planning framework under one co-ordinating body (Council) which will approve actions.

Goal: 6. MAINTAIN AND IMPROVE THE QUALITY-OF-LIFE

Selected Actions:

- o Develop and expand recreational, cultural and leisure facilities, activities and services for all age groups.
- o Continue to improve the environment (air, water and land) and, as an early priority, prepare a harbour plan to integrate actions for improving the waterfront and water quality.
- o Liven up the downtown, particularly at night and push for more housing and people attractions in the City Centre.
- o Encourage Housing Development for all income levels.
- o Encourage simultaneous community development, for example, housing, amenity and park development to be undertaken simultaneously.
- o Examine the system of lot levies with a view to increasing the levies to pay for quality-of-life improvements.
- o Maintain and improve safety and security in the City.
- o Attract more professional entertainment, sports and cultural events.

5.0 IMPLEMENTATION

5.1 SHORT-TERM OPERATION PLAN

The CAO, the senior staff and the consultants prepared a set of implementation plans with separate tasks or actions required to work towards achieving each of the six selected goals. Tasks and the schedule are set out below to guide action in the immediate, short-term within an operation plan framework. The implementation schedule assumes that city and regional staff will be available.

The role of the position or committee identified as being responsible is to ensure that:

- o the action and tasks are undertaken in a timely manner;
- o tasks and supportive activities are co-ordinated; and
- o there is a focus (leader) to provide guidance as required.

The actions identified to achieve each goal are presented along with a number of sub-tasks and a schedule for task completion. A total of 30 actions (with supportive sub-tasks), if completed on time, would contribute substantially to the achievement of the six identified goals by the end of 1988.

The completion dates shown below (3 months, 6 months, 9 months) indicate the time required to complete the actions following the decision by Council to proceed.

It should be noted that the mission statement and goals would remain as valid strategic guides to action over a longer period, say to 1991, and point the direction towards which other, new actions and sub-tasks might contribute.

Actions and their schedules are set out below for each goal.

GOAL: 1. IMPROVE CITY IMAGE

Actions	Completion Date		
	3 Months	6 Months	9 Months
Establish Image Dev't. Comm.	Establish terms of reference for Image Dev't. Comm. (1 month).	Design Requirements for new video on Hamilton.	(1989) Produce new video on Hamilton.
<u>Responsibility</u>	<u>C.A.O.</u> Approve T of R & set up committee (2 months).	<u>D. Econ. Dev't., Image Dev't., Comm.</u>	<u>D. Ec. Dev't</u>
<u>Responsibility</u>	<u>Council</u>		
Create City PR Office		Define role of PR position, etc.	(1989) Appoint PR person.
<u>Responsibility</u>		<u>D.HR</u>	<u>D.HR</u>
Improve Relations with Media	Establish terms of reference for internal PR group.	Systematize and streamline messages from City.	Assess City's PR communications (cost, value, content, image).
<u>Responsibility</u>	<u>CAO</u> Approve terms of reference and appoint members of group.	<u>EA & PR Group</u> Prepare press releases to improve media's understanding of City's goals.	<u>CAO & PR Group</u>
<u>Responsibility</u>	<u>Council</u>	<u>PR Group</u>	
Establish Speaker's Bureau	Appoint Mayor's EA to set up Speaker's Bureau and Speaker's List.	Develop program to be offered to public. Create public awareness of Bureau.	Train Speakers (current issues, videos, slides and teaching aids).
<u>Responsibility</u>	<u>Council</u>	<u>PR Group</u>	<u>PR Group & D.HR</u>

GOAL: 2. DIVERSIFY CITY ECONOMY

Completion Date:

Actions	3 Months	6 Months	9 Months
Identify Growth Fields	Prepare initial list of potential growth areas.	Develop strategy to attract companies.	Implement strategy.
<u>Responsibility</u>	<u>D. Planning</u>	<u>D. Econ. Dev't.</u>	<u>D. Econ. Dev't.</u>
Develop Tourism Potential	Prepare status report.	Prepare/approve development strategy.	
<u>Responsibility</u>	<u>D. Econ. Dev't</u>	<u>City & Region</u>	
Redevelop Commercial, Industrial & Residential	Assess redevelopment potential.	Prepare strategy outline & proposal for Council.	
<u>Responsibility</u>	<u>D. Planning</u> <u>D. Comm. Dev't.</u>	<u>D. Planning</u> <u>D. Comm. Dev't.</u>	
Expand R&D	Work with McMaster U., Mohawk C., Hospitals and industry to identify opportunities.		Report to City & Region on potential opportunities.
<u>Responsibility</u>	<u>D. Econ. Dev't.</u>		<u>D. Econ. Dev't.</u>
Encourage Existing Industries		Work with companies to prepare dossier indicating positive attributes to all existing and potential companies in Hamilton.	
<u>Responsibility</u>		<u>D. Econ. Dev't.</u>	
Encourage Investment (Federal, Provincial & Corporate)		Prepare dossier/prospectus & report to City & Region.	
<u>Responsibility</u>		<u>D. Econ. Dev't.</u>	
Expand Hotel Capacity			(1989) Assess need for additional hotel capacity.
<u>Responsibility</u>			<u>D. Econ. Dev't.</u>

GOAL: 3. IMPROVE PHYSICAL INFRASTRUCTURE

Actions	Completion Date		
	3 Months	6 Months	9 Months
Improve GO Service	Identify initiatives to enhance GO Service.	Submit plan to Ministry of Transport.	
<u>Responsibility</u>	<u>D. Transportation</u>	<u>City & Region</u>	
Emphasize Perimeter Road		Prepare brief for Min. Transport on problems of tracks & volume of traffic on arterial roads & potential from waterfront dev't.	Submit brief to Min. Transport on urgency of Perimeter Road.
<u>Responsibility</u>		<u>D. Traffic</u> <u>D. Engineering</u>	<u>City & Region</u>
Improve Downtown Parking	Prepare detailed plan of existing parking and vacant properties.	Require parking with new development projects.	Prepare a plan for parking when downtown lots fully occupied.
<u>Responsibility</u>	<u>D. Planning</u>	<u>D. Planning</u>	<u>Parking Auth.</u>
Coordinate Waterfront Development		Submit Project to EIA process.	Prepare project documents for proposed W-F development.
<u>Responsibility</u>	<u>D. Comm. Dev't</u>	<u>D. Comm. Dev't</u>	<u>D. Comm. Dev't</u>
Coordinate Bay Improvement	Co-operate with federal/provincial agencies.	Propose changes to membership of Harbour Commission.	Appoint Aldermen to Harbour Commission.
<u>Responsibility</u>	<u>Council & Staff</u>	<u>Council</u>	<u>Council</u>
Awareness of Transportation Issues & Projects	Assign City & Regional reps. to Chamber Commerce Transport Comm.	Meet Min. Transport twice/yr to review transport projects.	
<u>Responsibility</u>	<u>CAD</u>	<u>D. Engineering</u>	
Improve Airport And Access	Review signage to/from airport.	Meet carriers & operators to identify improvements.	Emphasize need for Hwy 403 (Brantford/ Ancaster) & new Hwy 6 (Hwy 403/ Airport).
<u>Responsibility</u>	<u>D. Traffic</u>	<u>Airport Mgr.</u>	<u>D. Engineering</u> <u>D. Transportation</u>

GOAL: 4. IMPROVE STAFF/COUNCIL RELATIONS

Actions	Completion Date		
	3 Months	6 Months	9 Months
Prepare "Code of Conduct"	Identify content and prepare initial outline of proposed Code.	Discuss draft Code with staff and Council (in August) to obtain agreement. Prepare final Code of Conduct (by Sept).	(1989) Review Code
<u>Responsibility</u>	<u>Mayor & CAO</u>	<u>Mayor & CAO</u>	<u>Mayor & CAO</u>
Examine Committee Format & Membership	Define terms of reference for task force to assess: committee format and membership and procedure of meetings.	Bring recommendations to Council.	
<u>Responsibility</u>	<u>Leg. Comm. & Clerk</u>	<u>Leg. Comm. & Clerk</u>	
	Establish Task Force under Clerk.	Report to Council.	
<u>Responsibility</u>	<u>Council</u>		
Introduce a System of Training		Decide on training needs & priorities.	Conduct orientation program for new Council members.
<u>Responsibility</u>		<u>D. HR & Clerk</u>	<u>D. HR</u>
		Prepare guidelines on committee structure and responsibilities of departments (by October).	
<u>Responsibility</u>		<u>D. HR & Clerk</u>	

GOAL: 5. IMPROVE CORPORATE PLANNING/DECISION PROCESS

- Completion Date

Actions	3 Months	6 Months	9 Months
Hold Committee-of-the-Whole Strategic Planning Session			Prepare for strategic Planning Session.
<u>Responsibility</u>			<u>Exec. Comm.</u> <u>CAO</u>
			(1989)
			Progress Review Meeting Planning Session (Jan).
<u>Responsibility</u>			<u>Council & Senior Staff</u>
Assemble Planning Initiatives			(1989)
			Prepare Planning framework to assemble all initiatives (Feb./ March).
<u>Responsibility</u>			<u>Exec. Comm.</u> <u>CAO</u>

GOAL: 6. MAINTAIN AND IMPROVE QUALITY OF LIFE

Actions	Completion Date 3 Months	6 Months	9 Months
Develop and Expand C & R Activities, Services, etc.	Prepare short-term action plan by drawing on C & R Master Plan.		
<u>Responsibility</u>	<u>D. Cult. & Rec.</u>		
Continue to Improve Environment	Prepare overall approach.	Identify requirements for Harbour Plan.	
<u>Responsibility</u>	<u>D. Planning</u> <u>D. Comm. Dev't.</u>	<u>Stakeholder's</u> <u>Grp.</u>	
Liven up Downtown	Assess possibilities and priorities.	Prepare plan for Council.	
<u>Responsibility</u>	<u>D. Cult. & Rec. &</u> <u>D. Comm. Dev't.</u>	<u>D. Cult. & Rec.</u> <u>D. Comm. Dev't.</u>	
Encourage housing for all Levels of Income		Prepare policy/position paper for Council.	Implement Policy.
<u>Responsibility</u>		<u>D. Planning</u> <u>D. Comm. Dev't.</u>	<u>D. Comm. Dev't</u>
Encourage Simultaneous Community Dev't.		Prepare policy/position paper for Council.	Implement Policy.
<u>Responsibility</u>		<u>D. PV</u>	<u>D. PV</u>
Examine System of Lot Levies	Prepare paper comparing lot levies in other cities & recommend action for Hamilton.	Present paper to Council.	
<u>Responsibility</u>	<u>Treasurer</u>	<u>Treasurer</u>	
Maintain & Improve Safety		Prepare policy paper with Police, Fire, Building, etc.	
<u>Responsibility</u>		<u>D. Fire</u>	
Attract Professional Entertainment Sports, etc.		Assess ways to attract entertainers, sports, cultural events.	Prepare and submit plan.
<u>Responsibility</u>		<u>D. Cult. & Rec.</u> <u>HECFI</u>	<u>D. Cult. & Rec.</u> <u>HECFI</u>

An additional objective, to achieve single tier government could require in-depth forethought, strategy development and planning. If Council wished to proceed towards achieving single tier government, then the CAO and Legislative Committee of Council would perhaps begin by assessing what would be required. The initial sub-tasks to achieve a position from which Council could decide on its course of action are set out below under "additional goal".

ADDITIONAL GOAL: ACHIEVE SINGLE TIER GOVERNMENT (by November 1991)

<u>Action</u>	<u>Responsibility</u>	<u>Completion (1988)</u>
Examine decision process by which Metro Toronto achieved elected regional council.	<u>CAO</u>	June
Assess actions and studies towards regional government in other areas.	<u>CAO</u>	June
Assess benefits/problems of preparing a strategy to achieve single tier govt.	<u>Legisl. Comm.</u>	June
Develop appropriate strategy.	<u>Legisl. Comm.</u>	Aug.
Report to Council.	<u>Legisl. Comm.</u>	Aug.

5.2 LINKAGES AMONG GOALS AND ACTIONS

Many of the actions to be taken to assist in achieving a specific goal will assist also to achieve other goals. Three goals, in particular, are linked closely in terms of mutually supportive actions.

From the matrix below, it is clear that the goals to improve the City's image, diversify the City's economy and improve physical infrastructure are linked closely. It is interesting to note, too, that Council and senior staff ranked these goals as 1, 2, 3 in order of priority.

First, the goals to improve the City's image and diversify the City's economy would be assisted by many non-direct actions (actions selected to assist the achievement of other goals). Further, it should be noted that many of the actions (both direct and indirect) selected to assist the achievement of improved image and diversified economy, would be relatively inexpensive.

Second, many of the direct actions to assist the achievement of the goals to improve physical infrastructure and image would, in turn, assist the achievement of other goals.

By emphasizing those actions which bear on more than one goal, it would be possible for the City to achieve more cost effective progress than simply by working towards one goal at a time.

LINKAGES AMONG GOALS AND ACTIONS

	1. Image	2. Economy	3. Infra- structure	4. Staff & Council	5. Corporate Plan	6. Quality of Life	No. Direct Actions Affecting Other Goals
ACTIONS							
<u>1. Image</u>							
o Image Dev't	•	•				•	
o PR Office	•	•		•	•		
o Media Relations	•			•	•		9
o Speaker's Bureau	•			•	•		
<u>2. Economy</u>							
o Growth Fields		•			•		
o Tourism Pd.	•	•				•	
o R & D		•					7
o Existing Industries	•	•					
o Investment	•	•	•			•	
o Hotel Capacity		•					
<u>3. Infrastructure</u>							
o GO Service	•	•	•			•	
o Perimeter Road	•	•	•			•	
o Downtown Parking		•	•			•	
o Waterfront Dev't	•	•	•			•	12
o Transport Awareness		•	•		•		
o Airport			•				
<u>4. Staff & Council</u>							
o Code of Conduct	•			•			
o Committees				•	•		4
o Training	•		•	•			
<u>5. Corporate Plan</u>							
o Strategic Plan	•	•		•	•		
o Plann. Initiatives				•	•		4
<u>6. Quality of Life</u>							
o C & R Activities	•					•	
o Environment	•					•	
o Housing						•	
o Simultaneous Dev't						•	4
o Lot Levies						•	
o Safety	•					•	
o Professional Sports		•				•	
No. Non-Direct Actions Affecting Goal							
	12	9	1	5	7	6	-

Note: Read from rows to columns.



History
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